



# ANNUAL

# REPORT

## FY 2012/2013

COUNTY OF SAN DIEGO  
DEPARTMENT OF GENERAL SERVICES

### MISSION

To provide cost effective, efficient, quality and timely support services to County clients enabling them to fulfill their mission to the public.



# From the Director

Together, Everyone Achieves More! Fiscal Year 2012-2013 demonstrated what is possible when everyone works together as a team. General Services' accomplishments in all facets of our business reflected the positive attitude, team work, client service, and leadership that is expected in government today.

Your achievements have been recognized by these associations and organizations, and by the public.

- Fleet management was recognized by Government Fleet as the 17th Best Public Fleet in the Nation in its 100 Best Fleets for 2013;
- For the 6th straight year, the department was recognized by the California Counties Facilities Services Association with its Award of Excellence;
- The Smart Building Project Team received the County IT Innovator Award for the new building system controls project;
- The San Diego County Women's Detention Facility was named a Citation award winner by American Institute of Architects Academy of Architecture for Justice in its 2013 Justice Facilities Review;
- The American Public Works Association selected the County Operations Center as its Sustainable Project of the Year and the San Diego community selected the COC as the People's Choice Orchid Award winner in the San Diego Architectural Foundation Orchids and Onions program, the 2nd People's Choice Orchid Award for the department

Personal and professional achievements also reflect this culture of leadership and excellence.

- Fleet Management staff achieved 71 new ASE certifications and 10 Fire Mechanic certifications;
- Helmer Rodriguez attained his Certified Commercial Investment Member (CCIM) designation;
- Jayme Gravett-Miller was recognized by the Parks Department with its Team Member Award;
- Andrew Bohnert was recognized as the Employee of the Year;
- Department staff hold board leadership positions on six industry associations



Employee of the Year

"Safety Live With It" remains our motto and reflects our commitment to ensuring a safe and healthy work environment for County employees and the public. During this past year we reduced our preventable accidents by 16% over the previous year and 10 of our shops and zones achieved zero preventable accidents.

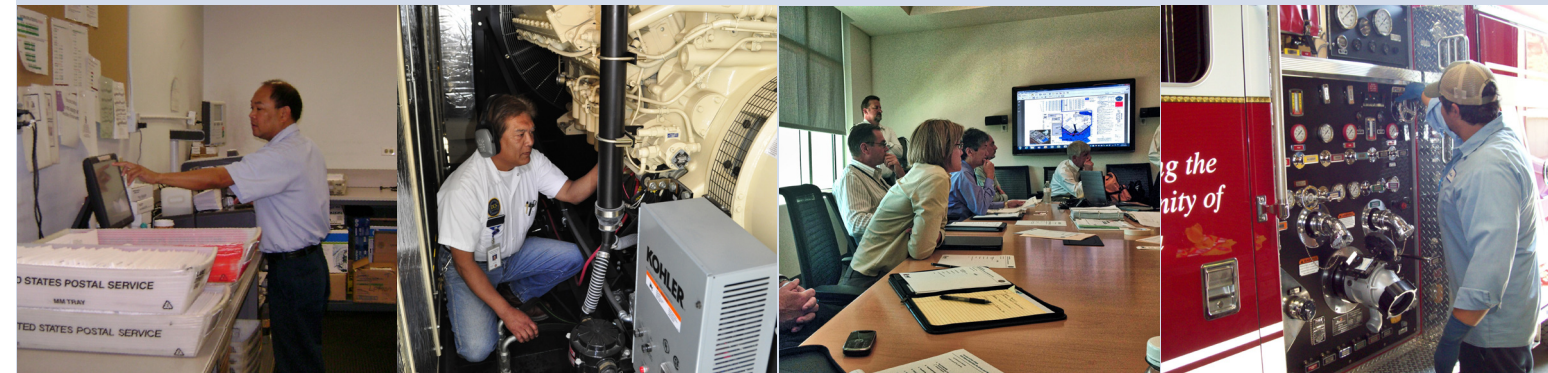
Throughout the year, you have continued to do more with less; improving processes and partnering with County departments and contractors to achieve better results for our clients in plan reviews, permitting and inspection, and reduced energy costs.

We thank the Board of Supervisors, Chief Administrative Officer and General Managers for their continued support and commitment to the principles of operational excellence embodied in the General Management System. We also thank our clients, County Department partners, for working with us to continually improve our support to them and the citizens of San Diego County.



**April F. Heinze, P.E., Director**

## General Services By the Numbers



Mail Services

Facilities Operations

Project Planning

Maintaining the Fleet

- **336** employees
- **\$174.6 million** Annual Budget
- **1,107** County-owned structures providing **7.95 million** square feet
- **550** County-owned facilities of **7.3 million** square feet under planned maintenance
- **42,357** acres of owned land managed
- **\$10.4 million** revenue on **239** leases managed on County property
- **3,900** public Fleet vehicles and equipment maintained
- **9,350** preventive maintenance actions performed on fleet vehicles, **380** of which were performed by mobile maintenance
- **850 vehicle service calls** responded to by Fleet Mobile Maintenance
- **330** new vehicles purchased
- **\$9 million** in vehicle acquisitions & **\$33.8 million** in outfitting and service contracts
- **2.9 million** gallons of fuel pumped
- **28,000** preventive maintenance actions performed on facilities and equipment
- **33,000** Corrective Maintenance actions annually
- **1,100** emergency (**24/7**) maintenance actions annually, **less than 4 hours** response anywhere in the county
- **\$20 million** in facilities service contracts managed
- **8.1 million** pieces of U.S. Mail processed annually
- Purchased **\$22 million** of utility services
- Over **\$106.4 million** of capital and major maintenance constructed





## Real Estate Services

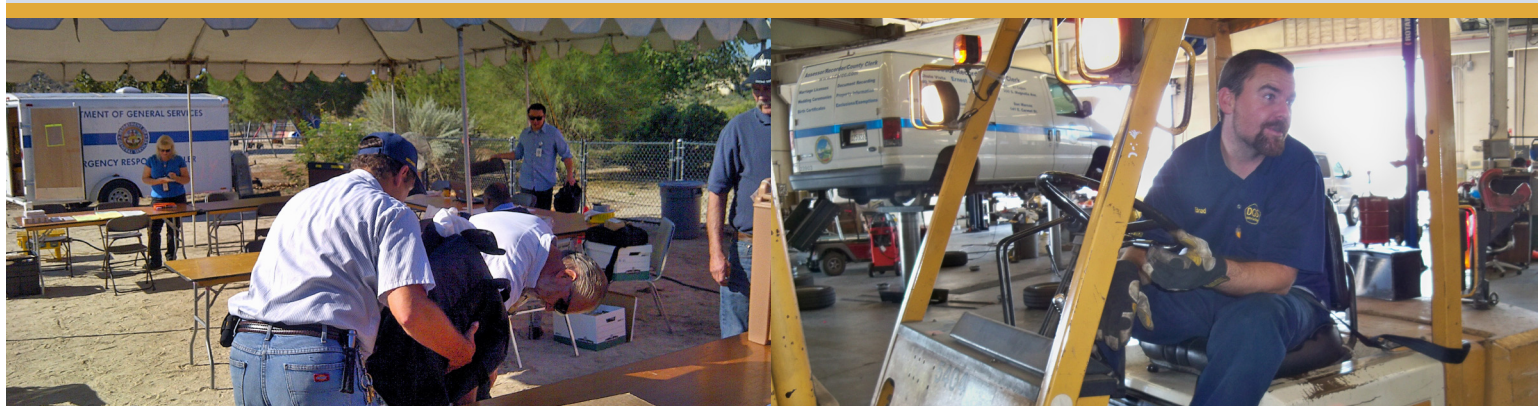
- Acquired 43 easements for Public Works’ Capital Improvement Projects
- Acquired 751 acres of open space for Boulder Oaks Preserve in Ramona
- Acquired 13-acre site in Lakeside for future equestrian facility

## Facilities Operations

- City of San Diego, *2013 Director’s Recycling Award* (Environmental Services)
- Established the infrastructure for a Local Assistance Center (LAC) in Jacumba within 4 hours in response to the Shockey Fire
- Established County’s first SMART Building system pilot at the South Bay Regional Center to address inefficiencies in building system operations and the resulting financial impact.
- Initiated a unique Wireless Radio Alarm Transmission System to improve the performance and reduce costs associated with the use of dedicated telephone land lines.

## Fleet Management

- Recognized by Government Fleet as 17th Best Fleet out of 19,000 in North America, a 55 position advance
- Upgraded Fleet Management M5 Management Information System to better manage the County’s Fleet, track Green House Gas (GHG) Emissions, improve reporting, and for future integration of an automated motor pool system.
- Standardized Technician tools and tool boxes, including upgrades to align with new vehicle technology
- Upgraded vehicle diagnostic equipment to improve vehicle turnaround time
- Completed remodel of supervisory offices and lunchrooms at all Fleet Garages
- Expanded use of B5 (biodiesel 5%) to additional fuel sites
- Published a comprehensive Fleet Manual for client use



Local Assistance Center Set Up

Fleet Maintenance



Savings by Design Incentives check for  
COC Phase 1

Celebrating Earth Day

Lincoln Acres Library

Preventive Maintenance

## Mail Services

- Provided timely mail services in support of 7 regional agencies
- Managed postage cost savings of \$705,235

## Energy & Environment

- Received \$910,621 Savings by Design Incentives check for COC
- Continued to reduce electrical and water consumption electrical use down 6% over 5 years, and water use down 27% over 5 years
- Reduced costs by \$700,000 through competitive procurement of electrical services
- Building automation system prototype saved \$200,000 in 2013

## Project Management

- Ribbon cutting for COC Phase 1B Office Buildings and Campus Center
- Grand Opening of Lincoln Acres Library, Park and Community Room
- Groundbreaking and began construction of CAC Waterfront Park
- Groundbreaking for Registrar of Voters Building
- Issued Notice To Proceed for San Diego County Women’s Detention Facility Phase 1 construction
- Awarded Design-Build contract and began construction of East Mesa Re-Entry Facility
- Awarded Design-Build contract for Pine Valley Sheriff Substation
- Issued Notice Of Intent to award D-B Contract for Cedar & Kettner Development Parking Structure
- Awarded Facility Condition Assessment contract
- Prequalified 3 Design-Build Entities for Boulevard Fire Station project
- Implemented Partnering in East Mesa Re-Entry Facility and Cedar & Kettner Design-Build projects and promoted in project management culture
- Seven Project Managers and Chief completed Design-Build institute of America Certification Workshop
- Accomplished Santa Ysabel Barn cleanup for property disposition
- Received NACo 2013 Achievement Award for Design-Build Process Development
- Completed construction on Phase 1 of CAC Fire Sprinkler Plan
- Completed \$3.2 million state of the art touch screen, camera and video storage system for San Diego Central Jail



REAL ESTATE SERVICES

PROJECT MANAGEMENT

MAINTENANCE SERVICES

FACILITIES OPERATIONS

FLEET MANAGEMENT

DGS

County of San Diego

Employee Awards  
& Recognition

Safety

- 16% decrease in Preventable Accidents from FY11/12
- Lost Time accidents down 75%
- Repetitive Trauma Injuries are down 85%

Certifications

- Fleet technicians achieved 71 additional ASE certifications
- 5 Fleet technicians achieved 10 additional fire mechanic certifications
- Helmer Rodriguez, achieved Certified Commercial Investment Member (CCIM) certification
- 12 technicians attended Advanced A/C training and became certified
- Brad Northup achieved a Bachelor’s degree in Business Management

Fleet Garage of the Quarter

- Q1 & Q2 - County Operations Center Light Duty Garage
- Q3 - Ramona Garage
- Q4 - Tie between County Operations Center Light Duty and Ramona Garage

Fleet Garage of the Year

- County Operations Center Light Duty Garage

Industry Positions of Leadership

General Services staff hold leadership positions on the boards of 6 state/regional industry associations:

- US Postal Service Postal Customer Council
- California Counties General Services Association
- California Counties Facilities Services Association
- California Counties Architects and Engineers Association
- San Diego Chapter International Facilities Management Association
- Design-Build Industry Association Western Pacific Region

Recognitions by Other Departments

**Jayne Gravett-Miller** - Parks Department, *Team Member Award*  
**Reuben Arvin** - County of San Diego *Volunteer of the Month* for April  
**Lucy Franck & Bill Ring** – County of San Diego *Volunteers of the Year*



All Hands Meeting Safety Awards      Helmer Rodriguez, CCIM      Parks Team Member      EOTM, Josh Schlosser

Divas Go Strong

The *Divas Go Strong* team competed in the first COC Amazing Race.  
*Tanya Eames, Jean Fangon, Lorena De La O-Barrios, Jayme Gravett-Miller*

Employee of the Year

**Andrew Bohnert, Project Manager**  
“... Rote PM tools would only have taken us so far. It’s your brand of communication, teamwork, thoughtful analysis, and big picture thinking that are the reason we’ve achieved what we have thus far...” - Jody Mays, *Sheriff*

Employees of the Month

**July:** *Scott Haynes* • **August:** *Margarito Gomes* • **September:** *Bianca Lee Cristaldi*  
**October:** *Sarah Solis & Tracy Watkins* • **November:** *Daniel Stein* • **December:** *Mike Howerton*  
**January:** *Josh Schlosser* • **February:** *Mel Zamora* • **March:** *Robin Koop* • **April:** *Mark Cannon*  
**May:** *Danny Miles* • **June:** *Helmer Rodriguez*

Zero Preventable Accident Shops

1 Year

- Facilities – Zone A, COC Maintenance
- Facilities – Zone D, Downtown Justice Complex
- Facilities – Zone G, CAC Maintenance
- Facilities – Zone M, East Mesa Detention Facility
- Facilities – Zone Y, Central Jail Maintenance
- Facilities – COC, Electrical Shop
- Fleet – Ramona Garage
- Fleet – Mobile Maintenance

2 Years in a Row

- Facilities – Zone Q, Edgemoor Skilled Nursing Facility

7 Years in a Row

- Fleet – Santee Garage



DGS "Divas Go Strong", Amazing Race Team      Linda Soto, EOTM      Tracy Watkins, CECO Recognition      Vicki Rajska, Achievement





# Department Awards & Recognition

## Departmental

### Fleet Management Division

- Selected as #17 of Government Fleet Magazine’s “100 Best Fleets”

### County Operations Center

- Orchids and Onions - *2012 People’s Choice Orchid*
- LEED Platinum* for 5520 Campus Center by the U.S. Green Building Council
- LEED Gold* for 5510 and 5530 Office Buildings by the U.S. Green Building Council
- Sustainable Project of the Year* - American Public Works Association

### San Pasqual Academy Housing Reconstruction

- 2012 Gold Nugget *Award of Merit* for Green Sustainable Community - Pacific Coast Builders Conference
- 2012 Gold Nugget Judges *Special Award of Excellence* - Pacific Coast Builders Conference
- Committee On The Environment *Award of Merit* - American Institute of Architects San Diego

### San Diego County Women’s Detention Facility

- 2013 Justice Facilities Review Citation *Award* - American Institute of Architects Academy of Architecture for Justice
- 2013 Award of Merit - Design Build Institute of America Western Pacific



Fleet Management Award Winning Team

## 2012 Award of Excellence

San Diego County’s Department of General Services was honored for the sixth year in a row with the 2012 Award of Excellence from the California Counties Facilities Services Association. This award recognizes General Services’ dedication to excellence in all aspects of facilities management, including the use of best practices, innovative processes, automation, and outstanding staff development and customer service.

## County IT Innovator Award

CTO awarded the 2013 County IT Innovator Award to the Smart Building Project Team for the Building Automation System (BAS) pilot project at the South Bay Regional Center. The pilot BAS technology (also referred to as “Smart Building”) is a way to aggregate the control, monitoring and reporting of facility systems as well as manage energy demand from a central point. The pilot BAS is expected to reduce energy costs, save money by extending the useful life of building assets and ensure the efficient deployment of staff in responding to facilitiy maintenance needs.

Benefits of BAS technology include:

- Implementation of Automated Demand Response including load shedding during SDG&E declared power alerts
- Ability to monitor and control building systems in real time - helps facilitate predictive maintenance and continuous, proactive commissioning processes
- Centralized control of remote locations/sites - consolidates operational resources and reduces response times and/or eliminates travel
- Supports the County’s Natural Resources Strategic Initiative, Climate Action Plan, and Strategic Energy Plan
- Demonstrates leadership in energy and water conservation



Facilities Operations Award Winning Team



APWA Sustainable Project Award for COC





# Capital Projects & Major Maintenance

## Capital Projects

### Completed

- Ribbon cutting for County Operations Center Phase 1 B Office Buildings and Campus Center
- Grand Opening of Lincoln Acres Library, Park and Community Room

### Underway

- Groundbreaking and start of construction for County Administration Center Waterfront Park, **\$47.4 million, 12-acre** public park with underground parking
- Groundbreaking for County Operations Center Phase 2A Registrar of Voters Building, **\$73.5 million, 118,500 square foot** facility
- Design-Build contract awarded for East Mesa Detention Re-Entry and Rehabilitation Facility, **\$39 million, 400-bed** expansion to support AB109 Realignment
- NTP issued for San Diego County Women’s Detention Facility, **\$289 million, 1,216-bed** multi-custody facility
- Issued prequalification shortlist for Design-Build Entities for the Boulevard Fire Station RFP
- Design-Build Contract awarded for Pine Valley Sheriff Substation, **\$3.3 million, 4,200 square foot** facility
- Cedar & Kettner Development Parking Structure Design-Build Entity Selection, **\$35.5 million, 650 space** parking structure with land for potential future mixed use development



Parking Structure Construction at the CAC Waterfront Park



Ground Breaking for Registrar of Voters Building

### Approved for Procurement

- Boulevard Fire Station, **\$3.5 million, 7,500** square feet facility
- Alpine and Imperial Beach Libraries included in the FY13-14 Operational Plan
- El Cajon Assessor/Recorder/Clerk facility property acquisition approved, and funding for Design-Build construction included in the FY13-14 Operational Plan

## Major Maintenance (MM) Program

- Spending plans approved for over 120 MM projects for **\$13.5 million**
- Issued Notice to Proceed (NTP) on 399 MM projects valued at **\$31 million**, including all approved FY12-13 MMIP projects



Cedar and Kettner Parking Structure



Women's Detention Facility planning



ROV Building takes shape



Pine Valley Sheriff Substation



East Mesa Re-Entry Facility



## Key Offices

### County Operations Center

Administrative Office  
Fleet Management  
Real Estate Services  
Facilities Operations  
Project Management

5560 Overland Ave., Suite 410, San Diego

858.694.2338  
858.694.2876  
858.694.2291  
858.694.3610  
858.694.3610

### County Operations Center Annex

Mail Services

5201 Ruffin Rd, Suite "O", San Diego

858.694.3018



## Board of Supervisors

GREG COX	FIRST DISTRICT
DIANNE JACOB	SECOND DISTRICT
DAVE ROBERTS	THIRD DISTRICT
RON ROBERTS	FOURTH DISTRICT
BILL HORN	FIFTH DISTRICT

Helen Robbins-Meyer  
Donald Steuer

Chief Administrative Officer  
Asst. Chief Administrative Officer

David Estrella

Deputy Chief Administrative Officer

April F. Heinze, P.E.

Director

